

IN TURBULENT TIMES
Maintaining Morale and Trust

BODY CAMERAS
Mechanisms for Community Feedback

SURVEY RESULTS:
Mental Health Training

MINNESOTA Police Chief

Volume 36, No. 4 | Fall 2016



ADVANCED CLEO AND COMMAND ACADEMY

Addressing 21st Century Public Safety Challenges in Minnesota Communities

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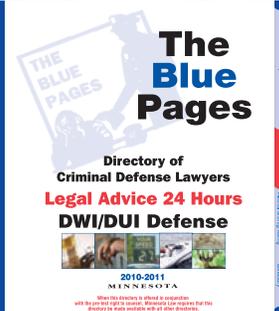
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As one of the most visible leaders in your community, many eyes are on you to set a tone, present a sense of calm, and initiate an action plan. In this column, the Association provides a guide for directing conversations with your officers, council and community.

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What are your mechanisms for community feedback?

With the help of our legislative allies, the Association was instrumental in making sure the legislature enacted a strong body-worn camera law. Learn what you need to know about the new regulations, especially in the area of public input.



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Maintaining calm, boosting morale



ANDY SKOOGMAN
EXECUTIVE DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

“Leading in Tense Times”? Or “Leading in Uncertain Times”? That was the internal debate the ETI Planning Committee had this summer as it discussed the most appropriate theme for the 2017 conference.

Considering the intense scrutiny the profession is under, both could be correct, but I think the key word in each phrase is: “Leading.” Police chiefs are being looked upon to lead right now. Your troops are looking to you for reassurance they’re safe, properly trained and fully equipped to carry out the department’s mission. Your communities are looking for police leaders to build and maintain trust and keep them safe. And your council members and other city leaders are looking to you for answers around police procedures, use-of-force policies, social media and other questions they’re fielding from constituents.

Your troops are looking to you for reassurance they’re safe, properly trained and fully equipped to carry out the department’s mission.

In this edition of *Minnesota Police Chief*, we’ll hear from veteran chiefs who’ve provided Association members guidance on these important issues (page 10).

At the center of debate around maintaining or rebuilding community trust and transparency are body cameras. The state’s new body camera law went into effect August 1st. It generally classifies body-worn camera video as private. The exceptions are when a use of force case causes substantial bodily harm and when a firearm is discharged in the course of duty. Subjects of the data will also always have access to the video. One major tenant in the law is the mandate for public input on policies before agencies purchase or implement body cameras. There’s wide latitude for compliance. On page 18, the Association provides chiefs with a range of examples from Minnesota departments in observing the letter and spirit of the provision.

At the legislature in 2017, we expect several measures to address the state’s mental health crisis. The Association has an important seat in that discussion with MCPA President Chief Rodney Seurer (Savage) sitting on the Governor’s Mental Health Task Force. His President’s Perspective addresses the task force’s goals and what role the Association will have in making recommendations to lawmakers (page 6).

In addition to mental health issues, the MCPA’s Legislative Committee is in the process of formulating its 2017 agenda. Our system last year worked well and we’ll use it again. All MCPA member chiefs are invited to submit a legislative proposal form. Each submission will go to the committee for discussion. The Association will survey the committee on each proposal. Based on

Your communities are looking for police leaders to build and maintain trust and keep them safe.

those results, the committee at the discretion of the committee chairs, will decide which items to support, remain neutral on or monitor throughout the session. You don't need to be on the Legislative Committee to submit a form.

Beyond Minnesota, the U.S. Supreme court recently decided a case governing DWI stops, and our partners at the Minnesota County Attorneys Association break down what the ruling means for officers pulling over suspected drunk drivers here in our state.

These are just a few of the articles the Association has spent the last few months researching and writing.

We hope you find them timely, relevant and helpful as you lead your organization in what the ETI Planning Committee finally agreed were "turbulent" times facing the policing profession.

		
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Addressing the Challenges in Dealing with Mental Illness



CHIEF RODNEY SEURER
PRESIDENT
MINNESOTA CHIEFS OF
POLICE ASSOCIATION
SAVAGE POLICE
DEPARTMENT

As Police Chiefs, we focus all of our efforts on the safety and security of our community. We are focused on crime, keeping our roads safe, gangs, guns, drugs, and more recently opioid overdoses and terrorism. These are all areas of concern that we take seriously. However, another area of concern has been the health and safety of our officers responding to mental health calls and making sure that they have the proper resources available to them at the time.

Two years ago, then-MCPA president Chief Gordon Ramsay put together a state wide committee of police chiefs to identify the problems that occur throughout the state regarding mental health calls for service. The committee revealed that there were three main concerns:

Law enforcement continues to struggle with gaps in the mental healthcare system

- 1 mental health patients experience a revolving door at medical facilities;
- 2 the lack of funding for Crisis Intervention Training; and
- 3 the lack of staff and funding for Crisis Response Teams (CRT).

Law enforcement tends to be the public safety entity that is requested most frequently to assist during a mental health crisis. Responding officers must make an instant determination as to the individual's capability to harm themselves or others.

In the meantime, law enforcement continues to struggle with gaps in the mental healthcare system and there are many questions:

- Why does the medical system seem to lack the capacity to fully serve people with mental illness? Why is it such a challenge to locate available beds?
- Why are there people leaving the hospital without help?
- Why are our sheriff's offices and rural police departments transporting patients 4 hours or more from their jurisdiction to the only available bed in the state?
- Why are officers responding to mental health calls and not trained Crisis Response Team members?

There are just too many questions regarding the continuum of care.

The Governor's Mental Health Task Force

In June Governor Mark Dayton announced his appointments to the Governor's Task Force on Mental Health to address these questions and many more. Appointees include Minnesotans who have experienced mental illness – either themselves, or as a family member – state and local government officials, mental health and other healthcare providers, as well as judicial and law

Responding to mental health crises is complex and requires a team approach for any hope of success.

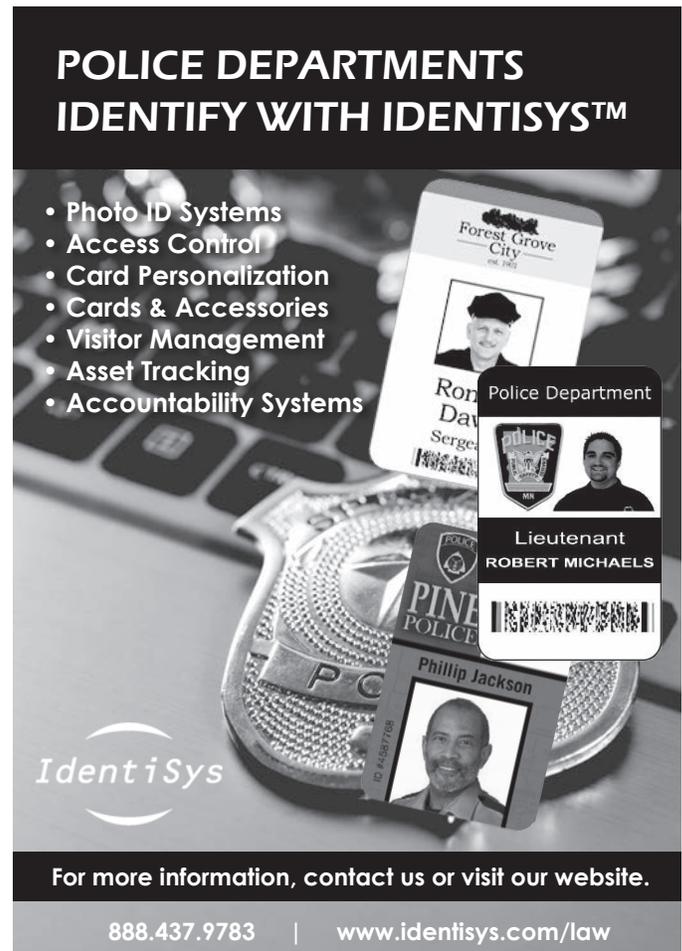
enforcement officials. Detective Sara Suerth of the Brooklyn Park Police Department, and I were appointed by the Governor to represent law enforcement. Together, the committee will work to identify gaps in our state's mental healthcare system and propose comprehensive recommendations to design, implement, and sustain a continuum of mental health services throughout Minnesota.

The Task Force has had three meetings so far and has outlined 27 principles to guide our work; prevention and early intervention services, anti-stigma, consistency of services, evidence based practice, and reducing criminal justice involvement are just a few. We have reviewed past stakeholder reports that have identified dozens of issues and challenges in Minnesota's mental healthcare system that make it difficult for people with mental illness to live more successfully in their communities. These identified principles and issues have assisted the Task Force in establishing a framework for the work ahead of us.

To begin prioritizing the topics for further attention, the Task Force created a list of 23 challenges facing Minnesota's mental health system. We then ranked those challenges according to six criteria; Visionary, Important role for the Task Force, Big Impact, Cost Effectiveness, Equity and Disparity Reduction and Urgency. At our third meeting we reviewed the preliminary results of our rankings and had great dialogue about future Task Force processes.

Each member of the Task Force brings a huge heart and passion to the task at hand to make sure that we address the gaps within the mental healthcare system. Responding to mental health crises is complex and requires a team approach for any hope of success. Law enforcement can have a very positive impact by understanding what their agencies' capabilities are and what assistance and services exist within their communities. The reward for all of us is engaging, networking and communicating with all involved to see improvement in mental health services for those who need it.

For more information and to view the progress of the Task Force, please go to the Task Force website: <https://mn.gov/dhs/mental-health-tf/> If you have any questions, comments or concerns, please do not hesitate to contact me or send a comment to the Task Force staff at: susan.e.koch@state.mn.us



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Majority of Departments Already Attending Crisis Intervention Training

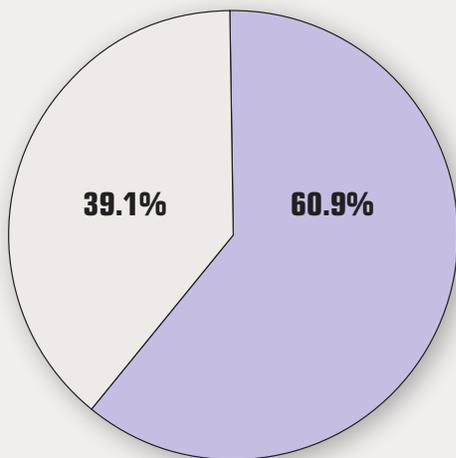
With the 2017 Legislative session right around the corner and our expectation that legislators will introduce bills calling for mandated Crisis Intervention Training, the MCPA wanted to get chiefs' input on such training and potential mandates.

About 80 percent of agencies responding to our survey have taken pro-active steps toward crisis intervention training, with 60 percent having at least some of their staff already trained. What that training looks like spans from a few officers taking a four-hour training to 40-hour training for the whole department.

About 80 percent of agencies responding to our survey have taken pro-active steps toward crisis intervention training

The most common form of training, at 22 percent, was that select officers were sent (or will be sent in the next 18 months) to the full 40-hour crisis intervention training.

DOES YOUR DEPARTMENT CURRENTLY PROVIDE CRISIS INTERVENTION TRAINING FOR OFFICERS?



That was followed by "All of our officers have/will receive(d) the basic 4-hour crisis intervention training within the next 18 months," according to 19 percent of respondents.

About 16 percent of respondents say "All of our officers have/will receive(d) the 8-hour crisis intervention training within the next 18 months."

Only 6% responded that all officers have attended (or will attend) the full 40-hour crisis intervention training within the next 18 months. A couple of departments took advantage of a 40-hour train-the-trainer model.

Many who responded to the survey say while law enforcement had a responsibility to train officers to handle mental health crisis calls, other state entities and social service agencies must step up their level of support for earlier diagnosis, mutual response and post crisis placement and treatment.

"Let's throw some training at the cops to fix this' is not the right solution," responded a medium-size metro chief. "Cops are able to put Band-Aids on issues, but dispatch needs to stop sending officers to social worker calls. Social workers need a field unit."

"Law enforcement has a role, however this is a huge silent problem in society and law enforcement is not in a position to provide long-term successful changes regarding mental health awareness and treatment," a small agency chief in southeast Minnesota responded.

"Let's throw some training at the cops to fix this' is not the right solution"

When it comes to the appropriate level of training, about 55 percent of respondents say they'd want their officers to have 1-4 hours of crisis intervention training annually. Twenty percent support 5-8 hours of training, with 16 percent saying 8 or more hour of training annually.

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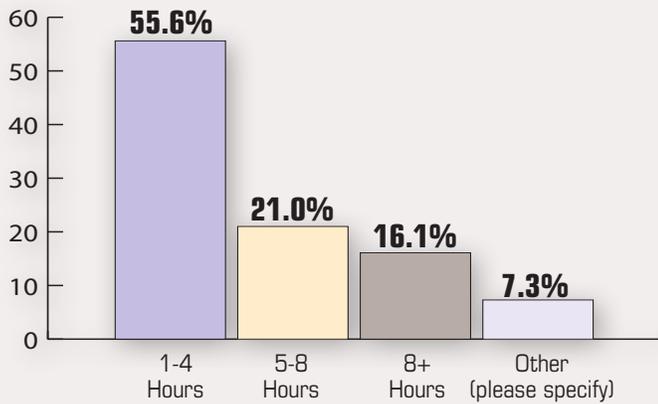
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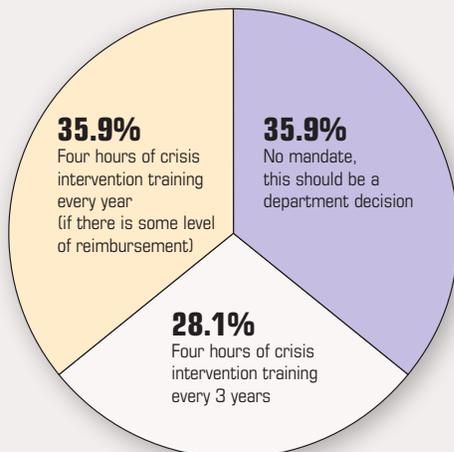
HOW MANY HOURS OF CRISIS INTERVENTION TRAINING WOULD YOU WANT ALL OF YOUR OFFICERS TO HAVE ANNUALLY?



The survey also demonstrates a split on training mandates. Slightly more than one-third of respondents say crisis intervention training should be a department decision and not mandates, with a little more than the next third being OK with an annual 4-hour training mandate if there is some level of reimbursement. Slightly more than a quarter of the remaining respondents would support a three-year 4-hour training mandate.

About the Survey: This was a non-scientific, online survey conducted between May 19 and June 13, 2016, with 128 responses. Responding agencies roughly mirror MCPA's overall composition.

WHICH OF THE FOLLOWING BEST CHARACTERIZES YOUR POSITION ON CRISIS INTERVENTION TRAINING MANDATES



community council COPS

They're all looking to you for leadership

“These are extraordinary times in law enforcement and these times call for unwavering and exemplary leadership”

Chief Jeff Beahen, Rogers Police Chief

As one of the most visible leaders in your community, many eyes are on you to set a tone, present a sense of calm, and initiate an action plan. As an association, we want to ensure you're not alone.

We collaborated with several veteran chiefs who have served metro and rural communities to help compile a guide for keeping up officer morale, guiding councils through controversy and maintaining or re-building community trust.

Thanks to Chiefs Jeff Beahen (Rogers), Mike Goldstein (Plymouth), Matt Gottschalk (Corcoran), and Scott Nadeau (Columbia Heights) for their contributions to this guide:

Keeping up Officer Morale:

- Despite media reports, and statements from some politicians, the community supports you. Just look at the gifts and messages of good will.
- If you are involved in an incident, the agency will support you.

- Maintain your professionalism in contacts with community; stay above the fray and continue to approach the job with honor and integrity, don't let these events change your dedication to the profession.
- Remain vigilant, not paranoid; think through safety measures and the potential of something like an ambush, even though it's a remote possibility.
- Times change and we are being called to adapt our profession to those changes. It's our job, your job, to take an active role in forming the future of our field.
- We need to find ways to capitalize on this opportunity to make our profession stronger, safer, and more responsive than ever.

Guiding Council Through Controversy

- Despite these turbulent times, we will continue to proudly and actively serve our communities to the best of our abilities.



- If you have been proactive in reaching out to diverse communities, highlight the work you have done and how prepared your officers are to respond when national incidents hit close to home.
- We are aware of these issues and the public demonstrations, and have discussed them with all of our staff. We also know that some of the messages being conveyed do not necessarily represent all community members' views.
- We are thoughtfully planning community dialogues that seek to build understanding and trust, without doing so in a "knee jerk" reaction
- We recognize that there is always room for improvement and we are listening to ideas.
- We all need to do a better job correcting some of the misconception the public has about policing because their only exposure to our work is through movies and TV shows.

Maintaining and Re-building Community Trust

(Some of these will depend on your community composition)

- We are part of the community, not apart from it.
- We need your support and participation to continue improving our profession.

- As a diverse community, we understand the concerns that many have and look forward to engaging our community in an open and respectful dialogue.
- Our years of community policing and outreach have built important relationships that we will continue to utilize and strengthen in the future to address community concerns.
- Police use-of-force incidents can happen in any community, no community is exempt from them, but our officers are well trained and community involved.
- It is important to not "rush to judgement" on any local or national police use-of-force incident, and the conclusions that are quickly made

by the media or those involved have often been shown to be wrong. While police agencies need to be accountable, a thorough and impartial investigation needs to be conducted before conclusions are reached and solutions are examined.

- Additional steps could include hosting small "Community Policing" and/or "Use of Force" workshops (single or multi-day).
 - Seek community leaders who will have a positive impact on the discussion to attend.
 - During the first part have them share their perception of policing .
 - Outline use of force standards (Federal, State, Local, and Policy), educational requirements, case law, and why we do what we do.
 - Allow time for social engagement between community and instructional staff (networking lunch/extended refreshment time).
 - (If it's a two-day event) Provide a variety of interactive scenarios with role players, including traffic stops, emotionally disturbed people and FATS Machine.
 - Have a debrief on lessons they learned, suggestions for LE, and what our message as a profession is to the communities.

Out on a high note: *Advanced CLEO and* Command has launched



TODD SANDELL
PROFESSIONAL
DEVELOPMENT DIRECTOR
MINNESOTA CHIEFS
OF POLICE ASSOCIATION

BY TODD SANDELL, MCPA PROFESSIONAL DEVELOPMENT DIRECTOR

After nearly two years of planning and development, the first 25 chiefs and commanders started the MCPA's inaugural *ADVANCED CLEO and Command Academy*. September 11th kicked off the initial education and networking session at Breezy Point Resort with online and more in-person meetings to follow in the fall and winter. The class is broken into small groups.

At the 2017 Executive Training Institute, the Association will benefit from the class's hard work, as each group will present its Academy projects. These are real-world solutions developed during the course to address issues within their agencies. They are rooted in the President's Task Force on 21st Century Policing report's six pillars.



Captain Greg Weiss (Forest Lake) and Chief Eric Klang (Pequot Lakes) preparing for a group exercise.

These are real-world solutions developed during the course to address issues within their agencies.

The Academy started with in-depth analysis of the 21st Century Policing report and continued with an overview of body-cameras from one of the first chiefs in the nation to implement the technology, retired Chief Jeff Halstead of Fort Worth Texas.

The initial learning retreat also examined barriers to community policing and overcoming interdepartmental communications challenges with Dr. Steve Hennessey. He spent a long career with the BCA before attaining a Ph.D. and

contributing to the field of police psychology. There were some great learning tools for mid-level commanders who are often in charge of these projects.

Dr. Mirja Hanson brought an interesting perspective on giving police leaders the tools they need to build community trust. She has more than three decades' experience assisting managers and public officials in strategic and business planning. Dr. Hanson's expertise in facilitating large



Former Frito-Lay executive Michael Mirarchi leading a lively discussion on staff development.

scale collaborations among diverse stakeholders provided the class with skills to ensure community meetings yield valuable outcomes for citizens and cops.

On behalf of the Association, we'd like to thank General Mills and Land O' Lakes, who provided grants to cut Advanced CLEO and Command Academy costs in half for attendees.

Also adapting from private sector success, Chief Butch Arenal (Coconut Creek, FL) explained how using terms such as value chain, return on investment, quality assurance, business metrics and other private sector principles will help in a department's cultural change. He stressed law enforcement must see itself as a service sector profession to adapt to changes the public is seeking.

Along the lines of human resources, business consultant Michael Mirarchi's presentation provided specific tactics for handling significant employee-related interactions—those a chief must get exactly correct to avoid or mitigate legal issues.

In future sessions of the Academy, we look forward to Captain Nick Francis (Apple Valley PD), who will take many of the foundational issues from the initial kick off and teach law enforcement leaders how to dig for scholarly articles to better inform their research, narrow down their field of study, and summarize and present their work.

Paul Nystrom, MD will address officer wellness. Highlighting the job's stress as a cause of heart disease, students will learn how to mitigate and control its effects. His presentation gets beyond the same old advice around diet and exercise with smart techniques that produce more benefit in less time.



Deputy Director Amy Vokal (Mankato Public Safety) and Deputy Chief William Schlumbohm (Lakes Area Police Department)



MCPA Executive Director Andy Skoogman, Chief Jeff Halstead (Fort Worth PD, ret), and MCPA Professional Development Director Bob Jacobson discuss Halstead's 21st Century Policing overview.

I wish this Academy was available during my years as a commander and chief. We're looking forward to seeing the results of the class's work. Congratulations to the 25 CLEOs and Commanders who've been selected as part of the inaugural class.

On behalf of the Association, we'd like to thank General Mills and Land O' Lakes, who provided grants to cut Advanced CLEO and Command Academy costs in half for attendees.

We were also busy this summer and fall with our August Leadership Academy, Officer Leadership Development Seminar, and our classes at the National Joint Powers Alliance in Staples, which included a course on Crisis Intervention Training for rural agencies. In addition to law enforcement, several social workers participated in the class and partook in live-action role playing.

"[The] mix of officers and civilians in scenarios gave a mixed perspective. We work together for the community," said one participant. "Awesome experience."

For more MCPA professional development opportunities, please look at the breakout box on the next page featuring our 2016-2017 schedule.

As many of you have heard, I'm re-retiring. It's been an excellent 18 months contributing to the development of the Advanced CLEO and Command Academy, improving the training offerings at the Leadership and CLEO and Command academies, and forging new opportunities with



Crisis intervention training in Staples, courtesy Staples World.

the National Joint Powers Alliance.

Director Bob Jacobson has stepped into the Professional Development Director role. His retirement from New



Brighton Department of Public Safety was short lived. Just days after turning in the keys, he took the lead in developing the MCPA's Peer Support initiative.

Bob is an MCPA Past President and was a leading voice in designing the Association's CLEO Certification

program. I wish Bob the best in his new role.

With the investment in the new technology at the MCPA office and Bob at the helm, I foresee the Association's professional development opportunities growing well into the future.

Upcoming MCPA Professional Development Opportunities

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More than two dozen Corporations *back* Chiefs' Professional Development Initiatives

BY MCPA STAFF

Corporate leaders from a wide variety of industries recently showed their strong support for the work the Minnesota Chiefs of Police Foundation (MCPF) is doing to help ensure the state's law enforcement executives have access to high-quality, affordable professional development and leadership training.

The MCPF recently held a luncheon fundraiser featuring guest speaker Bruce Boudreau, the Minnesota WILD hockey team's new head coach, which generated more than \$30,000 for leadership initiatives offered through the MN Chiefs of Police Association (MCPA).

"We had amazing support from our private sector partners," said Barry Shaul, MCPF president. "With all the scrutiny police are facing, we are grateful so many corporate

citizens recognize law enforcement's contributions and are willing to support advancing the profession's executive training."

Money raised from the event will help fund scholarships for police chiefs, command staff and officers who attend the MCPA professional development academies and for bringing in top notch, nationally recognized speakers for the MCPA's annual conference. The dollars also help keep registration rates affordable for all MCPA trainings.

"In addition to the many corporate sponsors, I'd like to extend a special thank you to our Foundation Board," said Andy Skoogman, MCPA executive director. "Their hard work and commitment to our association and the policing profession is worthy of the highest praise."



Foundation President Barry Shaul (center) with MN Wild Head Coach Bruce Boudreau and event EMCEE Audra Martin, Fox Sports North



MCPA Immediate-past President Chief Hugo McPhee (Three Rivers Park District PD) with MN Wild Head Coach Bruce Boudreau



MCPA Board Member Chief Mike Risvold (Wayzata Police Department) with MN Wild Head Coach Bruce Boudreau



MCPA Board Member Chief Jeff Tate (Shakopee Police Department) with MN Wild Head Coach Bruce Boudreau



MCPA President Chief Rodney Seurer (Savage PD) with MN Wild Head Coach Bruce Boudreau



MCPA Third Vice President Chief Jeff Potts (Bloomington PD) with MN Wild Head Coach Bruce Boudreau



Robbinsdale Sgt. Tom Rothfork (left) and Chief Jim Franzen (right) with MN Wild Head Coach Bruce Boudreau (center)



MCPA Board Member Chief Eric Klang (Pequot Lakes PD) with MN Wild Head Coach Bruce Boudreau



MCPA Board Secretary Chief Stephanie Revering (Crystal PD) with MN Wild Head Coach Bruce Boudreau

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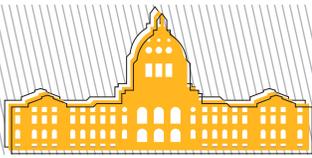
CONTRIBUTING

Hyliden Advocacy and Law

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Minnesota has a body camera law, now what?



After a long, informative series of hearings and meetings with legislators, community groups and stakeholders, Minnesota lawmakers finally passed a body-worn camera bill that went into effect August 1st.

It classifies body-worn camera footage as generally private unless it documents the discharge of a firearm by a peace officer in the course of duty or the police officer uses force that results in substantial bodily harm. The subjects of body-worn camera footage can access the footage and distribute it widely, if they choose. In this case, however, others in the video have to consent to its release or the agencies will have to redact their image.

The law also includes a minimum 90-day retention policy on inactive footage, an auditing process and BCA notification. There are many more provisions. Visit the MN Chief's Body Camera Resources page at MNChiefs.org/body-camera-resources to read the full law.

One of the law's main requirements that MCPA wants to alert chiefs on is the opportunity for public comment before purchase or implementation. The law leaves wide latitude, stating:

"At a minimum, the agency must accept public comments submitted electronically or by mail, and the governing body with jurisdiction over the budget of the law enforcement agency must provide an opportunity for public comment at a regularly-scheduled meeting."

In the spirit of transparency, several chiefs have created a public education and comment process for their communities that goes beyond these basics. The Minnesota Chiefs of Police Association is not advocating for any one of these plans. But we wanted to provide agencies with a range of options to comply with the law.



Hutchinson Chief Dan Hatten is targeting a 2017 body camera roll out. His process includes a city council workshop presentation, which is open to the public. Chief Hatten is then making a formal presentation at a council meeting, which also includes public comment. He'll also hold at least one community gathering to talk about the technology and policy and allow for community discussion.



In Crystal, Chief Stephanie Revering had presented her body camera plan at a July council work session. The department aims to test the cameras by the end of the year and fully implement them by 2017.

Chief Revering is conducting a community survey (via online SurveyMonkey software) with the proposed policy included. She is leveraging the department's social media channels to introduce its body camera plan and solicit further feedback.

The Crystal Police Department plans to hold one or two community meetings, allowing residents to see the body cameras and ask questions about the technology, their intended use and policy. The plan includes dialogue with the PD staff, community/neighborhood groups, formal organizations, and victims' groups.

"This is taking a lot of legwork upfront," says Chief Revering, "but we felt it was important to get community support now."

Chief Revering is actually adapting the St. Paul Police Department's community input model. After seeing its "Getting Buy in Before you Buy" presentation at ETI 2016, she called Sgt. Axel Henry for further implementation ideas.



In Maplewood, Chief Paul Schnell is taking an even wider approach. Maplewood has had a small deployment of body cameras on the street since April of 2014 and has been waiting for legislative action before expanding use department wide. In 2015, the department ran a small Facebook-launched body camera survey. Within days, more than 430 people responded, providing important, albeit non-scientific information, in support of body camera use and data management expectations.

Since the passage of Minnesota's new body camera law, the department has been focused on refining its policy and getting feedback from stakeholders. One unique and internally controversial element of the department's policy is explicit mention that the department will freely provide BWC data to any individual, group, or entity representing the BWC data subject upon the receipt of a notarized request for the data subject's BWC footage. This policy addition stemmed from Schnell's many hours of participating in and listening to testimony during the legislative process. "I wanted our policy to demonstrate that I heard the concerns of those who spoke on behalf of people with little trust in law enforcement," said Schnell.

In September, the department started rolling out the proposed policy on the City's website to begin collecting responses from members of the public. The City Council will also be provided a full briefing on the policy during a Council Workshop. The workshop briefing will include input, from organizations who were also active during the legislative process most often taking positions contrary to the law enforcement coalition (MN Chiefs, MN Sheriff's, and MPPOA). Following the workshop, during the regular meeting of the City Council, a public hearing will be held to address the three statutorily required public input, including:

- 1 An opportunity for public comment before (purchasing or fully) implementing a BWC program.
- 2 An opportunity for public comment at one of the regular meetings of the City Council, as they ultimately set the department budget, and
- 3 Public comment in and on the department's proposed BWC policies.

"Beyond the requirements of the law, there's no script for how to roll out a new body camera," said Schnell. "I think it's critical we share the lessons learned from the various processes used by communities across the state," he added.

The MCPA will hold a series of training on BWC program development in partnership with the League of Minnesota Cities.

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Living on the Joyful-Angry Scale

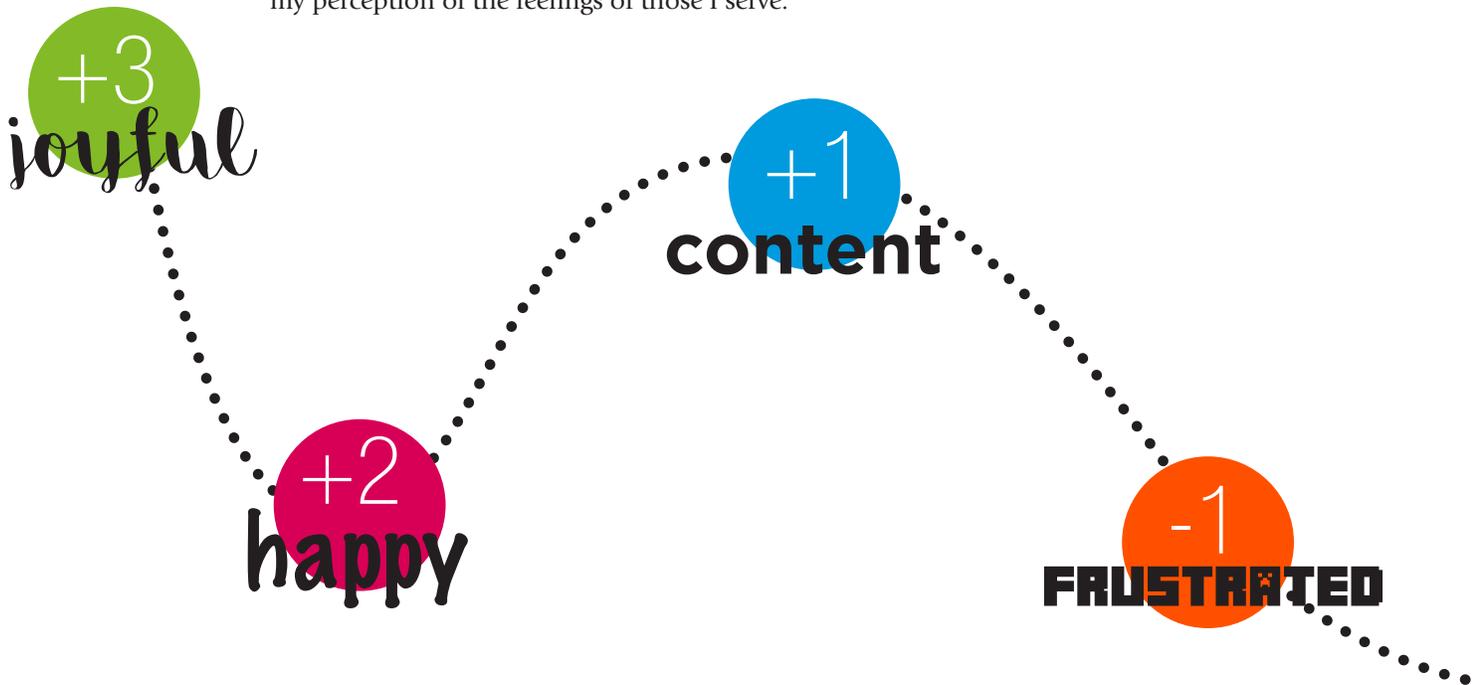
I just got back from a very enjoyable and refreshing summer road trip. We took the F150 and the Wolf Pup camper south to the woods and lakes of northern Georgia, the Atlantic beaches and woods of South Carolina, and the mountains and rivers of North Carolina.

As I think back on our journey, I've moved up to a nice *PlusTwo* from the solid *PlusOne* (see chart) where I've been living for the past week as I readjusted to a normal work schedule (and long pants!).

Their levels of good or bad guide me in the length of our conversations and in my follow-up plans.

Making the post-trip rounds, checking in with the various agencies and organizations I serve, I'm usually asked (and have asked) some version of "How's it going?" People wanted to know about the trip and I was curious about what had been going on in their lives and agencies.

As people shared their stories, they also shared a variety of *feelings* and *emotions* that they experienced in their adventures. Having a bit of a "systematic" personality (okay, some may call it "compulsive"), I usually end up informally categorizing their personal *Wellness*. Their levels of good or bad guide me in the length of our conversations and in my follow-up plans. In my personal self-care, I have also learned the importance of keeping track of my own feelings. That being said, I have found it very helpful to use the *Joyful-Angry Scale* for assessing my feelings and my perception of the feelings of those I serve:



I first used and shared this system following a conversation with a chief experiencing some significant challenges in his work life. I asked "How's it going?" and it didn't take more than a moment to see he was at a MinusThree. Some very articulate and colorful language modified the anger! A few minutes into conversation, it also became obvious this chief wasn't living in an angry place, but only took a quick trip there from what appeared to be a constant state of frustration.

Do you live above the line or below? Do you feed yourself physically, mentally, spiritually with the good stuff or the bad?

Follow up conversations revealed most of his experiences had him living above the line. The most obvious impact I saw for his change, was his interactions with trusted peers. Those who helped support and advise him through his challenges. They didn't fix his situation, but they walked with him as he took on some very difficult work.

We'll be talking more about this concept of colleagues helping each other through personal and professional rough spots as the Association rolls out its more formal "Peer Support System" in 2017.

Now, I'm not a mental health care professional, I'm just a simple country preacher (well, actually a south Minneapolis kid living in the suburbs, who navigated an alternative path through seminary). So my assessment system isn't based on any formal research or science. But it is a very accurate reflection of my personal experiences. It is a result of literally hundreds of interactions with public safety professionals, while paying close attention to how they respond to "How's it going?"

My suggestion to you is to ask yourself where you live on the scale? Do you live above the line or below? Do you feed yourself physically, mentally, spiritually with the good stuff or the bad? Because it is where you live that is most important. I guarantee that your work will take you to places of joy, happiness, contentment, frustration, sadness and anger with significant frequency. It goes with the job. But where do you live? And who's walking with you on your journey? Ask yourself, and ask a friend!



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Courts leaving cops stranded in DWI cases

BY BILL LEMONS, MINNESOTA COUNTY ATTORNEY'S ASSOCIATION



When a law enforcement officer arrests someone for DWI, what are they supposed to do? This is the question of the day for which there is no clear answer.

Some of these issues root back to the *McNeely* decision, a quite narrow ruling with wide implications. It

holds, an officer can do a nonconsensual blood draw in DWI when there are exigent circumstances, but the exigency needs to be determined by a "totality of the circumstances" and not just on the natural dissipation of alcohol.

Since then, the Minnesota Supreme Court ruled in *Brooks* that tests obtained under implied consent were Constitutional and the advisory was not coercive.

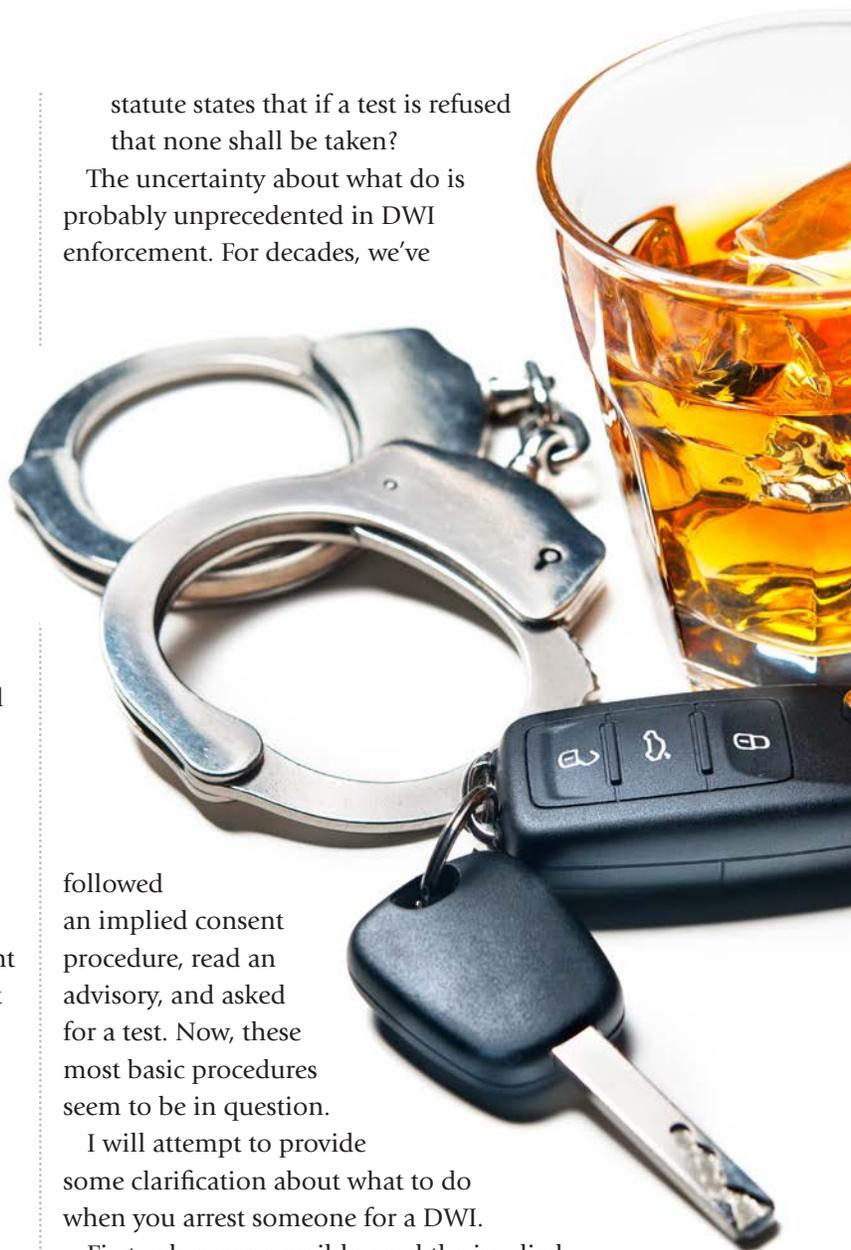
Then, in *Bernard*, the Minnesota Court upheld our refusal crime for breath testing, based upon the search incident to arrest exception. This decision was upheld in June by the United States Supreme Court. However, our Court of Appeals ruled in *Trahan* and *Thompson*, that blood and urine are different than breath on this issue. Both of these decisions are at the Minnesota Supreme Court.

These decisions have left prosecutors and law enforcement with unanswered questions and wondering what is the best way forward.

- Do we read the implied consent advisory, which includes "refusal to take a test is a crime"? Is this misleading as it pertains to blood and urine testing?
- Do we read the advisory and take out "refusal to take a test is crime," even though the implied consent statute requires this paragraph?
- For blood and urine, do we obtain search warrants and, if so, what if the person still won't cooperate with a blood draw? And the hospital will not draw blood from an uncooperative suspect?
- Do we do both by reading implied consent and getting a search warrant, even though the implied consent

statute states that if a test is refused that none shall be taken?

The uncertainty about what do is probably unprecedented in DWI enforcement. For decades, we've



followed an implied consent procedure, read an advisory, and asked for a test. Now, these most basic procedures seem to be in question.

I will attempt to provide some clarification about what to do when you arrest someone for a DWI.

First, whenever possible, read the implied consent advisory and request a breath test. Read the paragraph that states, "refusal to take a test is crime." This allows you to process the arrest through DWI eCharging and administratively revoke the driver's license. Based upon *Bernard*, if the person refuses, then he can be criminally charged with refusal.

In cases where breath testing is not possible, do a search warrant and obtain a blood sample. Do not read the implied consent advisory. Do not process this through DWI eCharging. There will not be an administrative driver's license revocation, but there will eventually be a revocation based upon the criminal conviction. After the person is convicted of the criminal offense, the courts will send the conviction to Driver & Vehicle Services (DVS).

There are a number of reasons why I recommend not reading the advisory for blood testing. First, *Bernard* and *Trahan* treat blood testing differently than breath. The advisory contains the language that "refusal to take a test is crime", which leaves you with a catch 22. If you read that paragraph, then the defense argues that you mislead the driver and coerced their consent to testing. If you do not read the paragraph, then the defense attorney argues that you did not read the advisory as required by the implied consent statute.

Secondly, the advisory takes a lot of time and requires that the right to counsel be vindicated. In addition, the advisory asks the driver to decide whether or not to test. If you do a search warrant, you should not give the driver the choice to refuse.

Finally, the implied consent statute states that when a test is

refused that none shall be taken and the defense attorney will argue that this precludes a nonconsensual test with a search warrant. Follow up with your prosecutor on this case because there is no administrative driver's license revocation, but the driver will be revoked if they are convicted of DWI.

For unconscious drivers, obtain a search warrant and take a blood sample. Process this through DWI eCharging. You can opt out of reading the implied consent advisory and publish it to DVS when the test results are received.

For conscious drivers, if you decide to do both, obtain the search warrant before reading the implied consent advisory.

If you cannot obtain a search warrant, include that in your report with the reasons why. Also, document any attempts to obtain a warrant in your reports.

If you're doing a search warrant, consider doing it electronically. The Minnesota Rules of Criminal Procedure were amended last year and again this year to allow for electronic search warrants. You can still show up at the Judge's house with paper in hand, but the rules do not favor paper search warrants over electronic search warrants. You can email the search warrant to Judge for their signature. You will probably need to call the Judge to let him or her know, but don't confuse this with a telephonic search warrant. Telephonic search warrants require the call to be recorded and transcribed. Avoid doing telephonic search warrants.

Of course, you should always talk with your local prosecutors about the best advice for your jurisdiction. Finally, whichever process you decide to follow, keep in mind the most important thing is to keep enforcing the state's DWI law.



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Great Ideas in *Policing*

Council on the firing line

From Chief Brent Baloun, Becker Police Department

We've all seen it, elected officials racing to judgement based on limited facts or knowledge of a particular case. They become automatic experts on police practices and tactics.

In the Spring of 2015, I was looking for ways to communicate better with my City Council on what police officers do every day, and in particular, the quick decisions people they encounter FORCED on them. Around that time, KEEPERS' new St. Cloud store had installed a video training simulator. While it wasn't a new concept, I decided it's something my council should experience.

Admittedly, I've been fortunate to have a supportive community and council. So my need for this type of training wasn't necessarily pressing, but I felt it would give them a better understanding of the pressures and stresses that our officers face. I invited the local paper and St. Cloud Times to do a story on the City Administrator and first batch of council members going through the shoot/don't shoot scenarios.

My instructions to the simulator operator were to make them sweat a little and let's see how they react. When presented with the situations, they all froze or were very slow to react. No surprise, but it gave me an opportunity to walk them through what law enforcement officers look for, why we tend to be so verbal, and more importantly why we felt the need to react in the manner in which we did.

In short, they came away with a better understanding of what I was hoping to accomplish. The most common comments were "I can't believe how quick you have to react to these things," or "you guys saw things going on that I never saw." According to City Administrator Greg Pruszinske, "I think the best way to support our public safety people is to take a walk in their shoes and you can't do that from behind a desk."

The upside to this opportunity was to give them a better understanding of what our officers are FORCED to deal with and to discuss it on our terms. And yes, there were a few who questioned my motivation, trying to get the Council on my side as they would say. My answer in return was that



should an incident occur, my council members will be able to speak more intelligently to the incident and have more confidence that our officers reacted in a manner that was necessary and justified. Mission accomplished!

A more holistic approach to dealing with some drug crimes

From Chief Jeff Tate, Shakopee Police Department

How many times have you heard "we can't arrest our way out of the drug problem"?

Six months ago Shakopee Police Department initiated the Recovery Assistance Program, which provides funding for drug rehabilitation and other support to help people re-establish a more productive recovery path.

A recent case with a participant named Henry is a good example of how the program works. He was arrested for narcotics and failed to complete his court-ordered treatment attempts. He eventually found a treatment program he liked but struggled to pay the mounting bills. We found this is common among people in these programs.

Henry received a scholarship through the program this past spring which allowed him to complete treatment. He is now a huge supporter of our department and this program and has been in constant contact with our department staff.

Henry recently graduated from Dunwoody Institute, but as a convicted felon, it was hard to find a good job. Through our new partnership, Henry took a letter of support from the Shakopee Police Department to his latest job interview and got the job he was coveting. Henry is so well known

around the department we invited to participate in our football pick'em challenge.

Shakopee PD modeled this system after Gloucester (Mass.) Police Department's Angel program. That program, along with other partners of the Police Assisted Addiction and Recovery Initiative (PAARI), are helping communities address drug and quality-of-life issues. To date, PAARI has more than 140 departments in 25 states participating in addiction recovery programs. Shakopee is proud to be one of them. The success has exceeded our expectations. To date, we've assisted eight applicants, some with stories like Henry.

Partnering with two area treatment centers, the department launched its Recovery Assistance Program in April. The department offers scholarships up to \$3,000 to help pay for treatment not covered by insurance. To qualify, applicants must be Shakopee residents, complete treatment requirements and provide the department with regular progress updates. Program participants are also paired with an officer or Police Department staff member to add

another level of support beyond treatment. The program, which focuses on drug and alcohol addiction, is funded through asset forfeiture funds.

We wanted our program to go beyond financial assistance. We want every participant to know we care about him or her, and we are in it for the long haul. We said if we could impact just one person in our community the program would be a success. I'm pleased to see we are well beyond one person.

I encourage all departments to consider a program for your community. Please do not assume that drug court will take care of this. Some participants in our program were never arrested.

While funding will always be an issue, I encourage you to seek creative ways to tailor the program to your community. The Shakopee community has showed overwhelming support for this program. I have no doubt yours will as well. More information is available on the PAARI website or contact us at the Shakopee PD for information.

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“What’s wrong with kids?” is the wrong question

A Q and A with a veteran officer on motivating younger officers

Get into a staffing discussion with senior law enforcement leaders, you’re bound to hear about the work ethic issues of their younger officers—how they’re reluctant to work overtime and strive for a work-life balance.

But getting the department’s rookies to be more like your veterans misses a chance to leverage their unique skills. *Minnesota Police Chief* recently had a conversation with Officer Mike Wasilewski about this issue. He and his wife, a mental health professional who works with officers, have researched, written and trained extensively on this topic. Here are some key excerpts from our interview.

What traits should we look to value with younger officers?

Don’t focus on what’s wrong with this generation. Instead, look at the advantages and unique skills they bring to the profession. For example, they are tech savvy, they appreciate and value diversity, they are team oriented and work well collaboratively on projects. They work well with people of their parents’ generation; they have admiration for older adults. They are used to being around people of all different ages and that’s one of their strengths. Also some of their weaknesses come out of the same thing, in that they’ve been mentored a little too closely.

Don’t focus on what’s wrong with this generation. Instead, look at the advantages and unique skills they bring to the profession.



Officer Mike Wasilewski with Althea Olson, his wife and research partner

What tend to be common causes of friction between millennials and older supervisors?

There was a chief in one of our trainings that said a bigger problem than getting younger officers to work overtime (because many union contracts allow the least senior officer to be assigned automatically) has been assigning younger officers to specialty positions, whether it be traffic or detective. The amount of time that goes into working investigations isn’t as clear cut as, ‘ok I’m in patrol I started working at 6, I know I’m done at 4.’ [The hours] are a lot more wide open, you might have to be more adaptable. Because of that [this one chief] wasn’t getting people to volunteer. He wasn’t getting the ‘go getters’ with a few years on. He found himself being in the uncomfortable position of having to assign people to work in investigations right out of probation. It’s something we see again and again and it hurts the continuity needed for advancing in the profession.

What are proven approaches to motivating younger officers?

They tend to respond well when they are put in a team setting where they can form relationships. Engage them [have them teach you] in what they do know, whether it's about technology, diversity, what they've learned working with other millennials. That's a great way to give them ownership within the department. It could engage them and keep them in the job longer.

Engage them [have them teach you] in what they do know, whether it's about technology, diversity, what they've learned working with other millennials.

Engage family, they're very tied into their family—young kids, spouses, people whom they go home to at night—bring them into the department.

Finally, I know this frustrates a lot of bosses: the level of praise and feedback that younger officers seek and want. See that as an opportunity to mentor and train. If they're seeking feedback, it's because they want to do well. Give them the feedback and ask, how are you going to do better on this type of call next time? If you truly engage rather than expect them to know just what to do when they go out there, I think they engage faster, with much less frustration, and are less likely to leave prematurely. It takes more work upfront but you're going to create a stronger workforce in the long run.

To learn more about Officer Mike Wasilewski and Althea Olson's work, visit: Morethanacop.com

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Swapping training and intel to keep both places safe

BY CHIEFS HUGO MCPHEE AND JOHN HARRINGTON

What was in some of your equipment discard piles a year ago is now making a difference on the front lines of Somali policing, thanks to a delivery we made earlier this summer.

It all started back 2014, when Bancroft Global, a non-governmental agency doing work in Somali, reached out to Sgt. Waheid Siraach, Metro Transit Police Department (MTPD), to ask his advice and support in creating a new mentoring program for the Somali Police Force (SPF). By the winter of 2015 not only had the program been created but Siraach was on his way to Mogadishu to begin the Minneapolis to Mogadishu project.

Siraach taught the newly formed SPF Criminal Investigation Department for a year and in so doing began a chain of events that resulted in us delivering 1700 pounds of equipment and supplies to Somalia.

Unrelated to Siraach's Mogadishu travel (but around the same time), the MCPA set up to foster a better working relationship between the Association and several affinity groups representing underrepresented officers (Women/Black/Asian/Latino and Somali). This goal led to a number of training opportunities, shared dialogues, large agency roundtable discussions on diversity best practices, visible partnerships, the creation of an officer leadership program and the MCPA Outreach to Somalia.



The terrorist activity occurring in Somalia and the residual impact on local Somali youth here was evident.

As a part of the larger discussion centering around ways of taking these concepts and putting them into practice we [Chiefs McPhee and Harrington] began working to better

partner with Minnesota Somali youth. In the meantime, Chief Harrington had already been recruited to travel to Somalia to teach about community policing. Out of that trip a more formal plan to connect the two became clear.

The terrorist activity occurring in Somalia and the residual impact on local Somali youth here was evident. Approximately 25,000 diaspora Somali citizens live in Minnesota represent the largest grouping of Somalis outside of Somalia itself. The community has made it clear that what we do here in Minnesota has a direct impact on what was happening in Mogadishu and what happened in Mogadishu was having an impact here. For example, successful

Minnesota to Mogadishu



attacks by Al Shabaab in Mogadishu were the advertising that ISIS and other terrorist groups use in recruiting local youth to travel to commit Jihad. A visit to Minnesota was organized for the SPF leadership team and the local community showed up to support our efforts to bridge communications between Minneapolis and Mogadishu.

Together we identified four goals that we concluded would be important in raising the standard for the SPF and helping them achieve their mission of bringing the rule of law and public safety to their country and community. The goals were as follows:

- 1 Help recruit and select Somali-American Officers currently working in the Twin Cities area to spend 6 months working in Somalia side-by-side with Somalis to teach them and mentor them in policing best practices, especially as it relates to investigative roles. Officer Abdi Rahman of the Minneapolis Police stepped up and ably took over as the newest Bancroft mentor.



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2 Identify interested chiefs to travel to Somalia to see firsthand living and working conditions to better appreciate and understand the challenges facing a prosperous and safe country of Somalia.

3 Collect needed equipment donated from Minnesota law enforcement to be sent to officers in Mogadishu.

4 Identify officers in Somalia who have the skills and desire to travel to Minnesota and embed with area agencies.

Starting in January of 2016 we put out the call for surplus equipment and supplies that could be used by the SPF. The response from MN law enforcement was frankly overwhelming. It started as a trickle of uniforms that came in from individual officers at MTPD but quickly Chief Harrington was getting calls that bullet proof vest had arrived. Light bars were coming, helmets and leather gear



began to come in by the box load. February's supply trickle became May's full room.



those developed skills and experiences back to Somalia to share with their peers and to assume greater rank and

In June staff and a CSO from MTPD began the rather daunting task of preparing 1,700 pounds of supplies for their 8125-mile international journey.

In June staff and CSO from MTPD began the rather daunting task of preparing 1,700 pounds of supplies for their 8125-mile international journey.

On July 25, 2016 at a formal ceremony Chiefs Harrington and McPhee presented General Basheer with the delivery that had been made through the good agency of Marc Frey and Bancroft Global.

Proudly, three of the four goals have been accomplished. We're still working on embedding SPF officers here in Minnesota. We offered to the SPF the concept that these officers would bring

responsibility in pushing the agency forward. A number of metro police agencies have expressed interest and a willingness to host a Somali officer, but we're still working out the details. If you have interest in this, please let us know.

After spending time on the ground in Mogadishu, we witnessed the need for improved EMS services. Specifically, the need to create a mobile SWAT medic unit for building collapses, acts of violence, and explosions. The Somali National Police is hampered by inadequate public trust. What greater demonstration of trust is there than to

Minnesota to Mogadishu



have trained police medics responding to help the citizenry in the aftermath of a terror incident or frankly any other medical emergency faced by the populace?

The MCPA Somali Outreach effort is truly one of a kind and has received the notice of the U.S. State Department, including the newly appointed US Ambassador to Somalia Stephen Schwartz and the governments of Kenya and Somalia. We can say firsthand that from the President of Somalia, Hassan Sheikh Mohamud who graciously gave us an audience, all the way to the 18-year-old line officers that we met at the police academy, all were deeply touched and appreciative of the work being done to enhance the safety and effectiveness of the Somali



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police force. Local Somali residents in the Twin Cities have told us that they have been equally touched.

This just goes to show what you can do as individuals to make the world a better place. The first step is simply

setting your mind to do something and it can have not only a local impact but a global one as well. "Never doubt that a small group of committed individuals can change the world." (Margaret Mead).



Thank You

We want to thank the following police departments and their Chiefs for answering the call for equipment and supplies:

Hutchinson PD
Chief Daniel Hatten

Minneapolis PD
Chief Janee' Harteau

MN DOC
Director Cari Gerlicher

Moorhead PD
Chief David Ebinger

Savage PD
Chief Rodney Seurer

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POST Board personnel have been busy implementing a new computer system offering enhancements for use by Minnesota’s peace officers. The new Salesforce System encompasses features that will provide a user-friendly experience for our customers. The System has been built in phases to accommodate the recent 2016 renewal of peace officer licenses and POST’s Strategic Plan initiative to once again begin tracking officer’s CE Credits. Those who renewed on-line have already created an account in the system and have several features available to them. The officer will be able to:

- Update Contact Information (home address and email address)
- Submit and Pay for License Renewal
- Print a Copy of their Current License
- View and Manage Individual Continuing Education Credits
- Submit Non-POST Approved Course Information into their CE Record

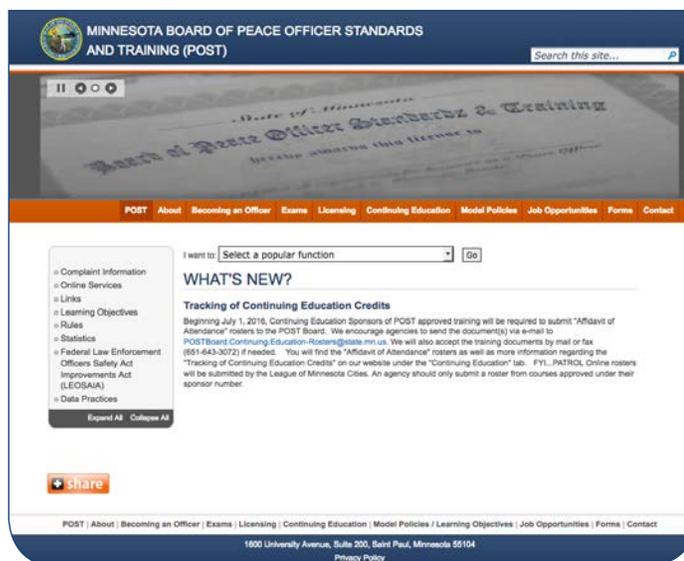
Should an active officer fail to renew their license, the CLEO will be notified by POST to ensure no unlicensed practice of law enforcement occurs on their watch.

CLEO’s should encourage their officers to create their account so the POST Board has their current email address. All correspondence will be generated with the officers email address. Officers will

receive their renewed license by email within minutes after the payment is accepted. Whether an officer pays on-line or by mail, the renewed license will be emailed to the officer and the officer will be able to print multiple copies of their license if needed.

Officers will need to go to the POST Board website at www.post.state.mn.us select “Online Services,” click “Create an Online Account” and finish by selecting “Register Here” to start the on-line process to create an account and claim their license.

POST is aware that over 60% of agencies pay for their officer’s license and emailing the license directly to the officer is a change



from past practices where the agency received all of the officer's licenses first. Should an active officer fail to renew their license, the CLEO will be notified by POST to ensure no unlicensed practice of law enforcement occurs under their watch. The new system also includes an agency portal where a Chief Law Enforcement Officer (CLEO) is able to:

- View Current Agency Roster (Name, License #, Start Date, Expiration Date and CE's)
- Submit "Personnel Notification" forms
- Submit "Employment Termination" forms
- Submit and pay for a "Request for Peace Officer License" form
- Update the Agency Contact Information
- Assign an Administrative Designee (Delegate) to access and/or Process Agency Forms
- Monitor and Approve Applications Submitted to POST by the Assigned Delegate

As of July 1, 2016, Continuing Education Sponsors are required to submit an "Affidavit of Attendance" roster for each POST-approved course a licensed officer attends. We have encouraged sponsors to send the rosters via e-mail to POSTBoard.Continuing.Education-Rosters@state.mn.us. We will also accept the rosters by mail or fax (651-643-3072) if needed. The "Affidavit of Attendance" roster can be found on the POST Board's website at www.post.state.mn.us under "Forms."

These enhanced services are all part of POST's commitment as not only a regulatory agency, but also as a dependable and efficient resource for Minnesota's 439 law enforcement agencies and the 12,000 active and inactive licensed peace officers throughout our state.

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Guardian Fleet Safety

The Minnesota Chiefs of Police Association (MCPA) values its vendor relationships. It is proud to highlight industry vendors who bring vital products and services to the law enforcement community. We are pleased to feature Guardian Fleet Safety, St. Paul in this issue.



There are a lot of fleet service companies from which to choose, why you?

Guardian Fleet Safety is owned and operated by former law enforcement officers. Our real world experience means that customers can expect a high quality install, a strong attention to detail, a clear understanding of both officer and departmental needs, and a relentless commitment to officer safety. Agencies should choose Guardian Fleet Safety if they are ready to engage in a cost effective service experience that prioritizes quality, usability, and safety. Guardian Fleet Safety strives to increase the overall performance and productivity of our nation's guardians.



Out of all the services you provide, what requests excite your team most?

We love introducing agencies to new state-of-the-art equipment options and high quality workmanship. We also enjoy the innovative process associated with fulfilling special

requests and custom builds for officers and their agencies. Because of our past law enforcement experience and relentless commitment to officer safety, we look forward to embracing new challenges and successfully meeting the unique needs of officers and their agencies. Seeing officers' excitement about an equipment install, along with Guardian's overall upfitting experience, motivates, inspires, and excites us the most.



You're aware of the tight budgets in city government, how can you deliver the best deals?

To assist agencies with budget constraints, Guardian Fleet Safety will beat all competitors' labor quotes by 10%. Guardian Fleet Safety offers free in-state pick-up and delivery, and a lifetime warranty on workmanship. Additionally, Guardian Fleet Safety can accommodate tight budgets by reusing and refurbishing equipment. Agencies will not only save time, money,



and manpower associated with vehicle transportation, but they will also notice savings in service expenses. Choosing Guardian Fleet Safety means that you are choosing a proven, reliable, and quality install. Both vehicle downtime and vehicle service costs will be minimized because Guardian Fleet Safety devotes an unmatched attention to detail upfront.



For police leaders in charge of fleet management, especially for the first time in their careers, what's your advice so they make credible pitches for new equipment to their Police Chief or Council?

Science and research suggests four considerations for purchasing new equipment: risk management, public image, morale, and budget. For police leaders and their agencies, risk management is critical to success. In a litigation driven world, police leaders must ensure they are providing quality equipment that enhances both officer and public safety.

Ultimately, failure to mitigate risk can have catastrophic and costly consequences.

An agency's public image is critical to their credibility and legitimacy within their community. Providing quality equipment can contribute to a positive public image. You never have a second chance to make a first impression.

Considering an officer spends nearly 75% of their shift in their patrol vehicle, cultivating a sense of value and satisfaction among officers is of the utmost importance to fostering morale and increasing overall performance and productivity.

Finally, working within the constraints of a budget is a requirement for police leaders. Doing more with less is possible, but sometimes spending a little extra upfront will result in significant savings throughout the fiscal year. Guardian Fleet Safety is happy to assist police leaders in developing credible pitches to present to agency decision makers.



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MAYOR-TO-MAYOR: An interview with R.T. Rybak

Jim Scheibel talks with R.T. Rybak about his time as mayor and his vision for the future of community engagement.

Monday, October 24, 2016, 7 p.m.

Learn more at hamline.edu/PublicService



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